

**NHS 24**  
**BOARD MEETING**  
**18 DECEMBER 2025**  
**ITEM NO 11.4**  
**FOR ASSURANCE**

**KEY POINTS OF THE PLANNING AND PERFORMANCE  
COMMITTEE HELD ON 10 NOVEMBER 2025**

**Executive Sponsor:**  
Mr David Howe, Committee Chair

**Lead Officer/Author:**  
Ms Tracy McMillan, Committee Secretariat

**Action Required:**  
The Board is asked to note the key points for assurance from the Planning and Performance Committee meeting held on 10 November 2025.

**1. Purpose**

The purpose of this report is to provide the NHS 24 Board with an update on key issues discussed at the Planning & Performance Committee (PPC) meeting held 10 November 2025. Members of the NHS 24 Board will be invited to **note** the contents of the report.

**2. Winter Planning Update**

The draft winter plan was submitted to the Scottish Government and acknowledged as helpful. A winter resilience exercise has been undertaken. The planning that has taken place addresses challenges such as four-day GP closures at festive and festive staff rotas. There will be a freeze on annual leave in place over festive. Non-Executive Director site visits can be arranged on quieter days over festive.

It was noted that initiatives include patient flow improvements, direct support from various teams, and more hybrid working for clinicians. Collaboration is ongoing with the Scottish Ambulance Service and Flow Navigation Centres. Strategic meetings are planned with suppliers to ensure readiness for festive, and processes are being reinforced.

It was agreed future reports will include more detail on performance, risks, and mitigation. The Committee noted the comprehensive planning and ongoing work to ensure winter resilience.

**3. Climate Emergency and Sustainability Annual Report**

The Committee noted that the NHS 24 Annual Climate Emergency and Sustainability Report showed improved reporting and detailed progress. Apparent increases in emissions and energy use were picked up on due to better monitoring. Following this discovery, recent actions implemented have already reduced gas and electricity use. Waste management saw a temporary increase due to site moves and better food waste segregation, but overall energy use is down.

Ongoing initiatives include the SCReAM network, active travel reduction, and establishing a formal Environmental Management System.

Questions were raised about data discrepancies, renewable energy reporting, and the need for a clear plan to reach 100% renewables by 2038.

The report will be updated to clarify data, improve narrative on positive actions, and will be submitted to Board for approval before submission to the Scottish Government.

**4. Review of the DTP Audit**

The internal audit report for the Digital Transformation Programme (DTP) was presented, showing an excellent outcome: all items were rated green, and auditors described the processes as best practice. Dr Hepburn and Ms Gallacher were specifically commended for their contributions to the programme's success.

The report had already been reviewed by the Audit and Risk Committee, which recommended its submission to the PPC.

The Committee acknowledged the strong audit result and confirmed that assurance requirements have been met.

**5. Digital Transformation Programme Update**

Dr Hepburn presented an update on the Digital Transformation Programme (DTP), confirming that Phase 3 is underway and closure activities have started. It was noted that project management resources are being released from DTP to support Service Transformation.

A recent P1 system outage was discussed. It was noted the issue had been addressed; the root cause identified and that remedial actions are in progress. The systems stability has been confirmed.

Staff-side colleagues offered support for communicating mitigation efforts to maintain staff confidence.

Closure reporting for DTP will transition to the Corporate Delivery Plan, with a traceability matrix to ensure all deliverables are completed.